

**Achievement of Market-Friendly Initiatives and Results Program  
(AMIR 2.0 Program)**

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*This report was prepared by Senator Fred C. Whiting, in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.*

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## **I. The American Chamber of Commerce of Jordan (JABA)**

Two pre-workshop meetings were held with JABA. On May 12 the Consultant met with Raghda Butros (Executive Director), Yassan Samara (Public Policy Advocacy Consultant) and Zeina Goussous (staff) to discuss the JABA advocacy program. Mr. Samara, who recently received a Masters Degree in Business Administration from the University of London, has been hired by JABA on a part-time basis to assist with JABA's advocacy efforts. JABA's main current advocacy issue relates to the Jordan-US Government Procurement Agreement (GPA) and the Joint Private/Public Sector Committee that has been established to facilitate implementation. JABA has been lobbying to be included on the Committee and during the third week of May was accepted as a full member of the Committee. Raghda Butros will represent JABA in meetings of the Committee. The Consultant advised that, to enhance the credibility of the Advocacy Committee and membership interest in its advocacy program, the JABA membership be notified of this advocacy success.

In 1999 JABA began to focus advocacy efforts on a number of rather broad policy areas with regard to which it developed outline recommendations in the following areas:

- opening up the business environment;
  - streamlining regulations
  - investment promotion
  - civil service reform
  - judicial reform
  - education reform
- privatization of industry;
- customs;
- taxation; and
- free trade areas.

This was something of a false start for JABA advocacy, as it became apparent that these issues were overly broad. The JABA Advocacy Committee is determined to re-focus its efforts on more specific issues.

In addition to the GPA issue, JABA established, in December 2001, the FTA Unit relative to implementation of the Jordan-US Free Trade Agreement. In addition to responding to inquiries regarding the FTA and generally seeking to raise awareness in the Jordan business community regarding the terms of the Agreement, the FTA Unit will conduct research on issues relating to the Agreement in order to assist JABA members on matters of concern arising in implementation of the Agreement.

On May 15, the Consultant met with the JABA Advocacy Committee, including Chairman Dr. Walid al-Turk. US Economic Counselor Tom Goldberger serves as an advisor to the Committee and attended the 5/15 meeting. The Committee has a core membership of four (with no definite terms) with others joining on an ad hoc basis.

In addition to its current focus on the Government Procurement Agreement, JABA intends to focus on:

- a Jordan-US double-taxation treaty; and
- customs issues.

The following points were stressed by the Consultant in discussions with JABA staff and Advocacy Committee and during the course of the May 23 Public Policy Advocacy Workshop attended by the foregoing as well as those from JABA's general membership:

- Advocacy issues should be developed on a more systematic basis with input from the general membership – to give the members a sense of ownership in the advocacy function.
- JABA staff and Advocacy Committee should develop suggested advocacy issues for presentation to the general membership in order to solicit their prioritization and suggestion of additional issues.
- Consideration should be given to convening one or more focus groups of JABA members to identify advocacy issues.
- Advocacy issues should be limited in scope and focused.
- Issues should be prioritized by the Committee, based upon available staff and financial resources.
- An annual advocacy agenda should be adopted, based upon advocacy priorities established by the Advocacy Committee with JABA Board approval.
- As to each issue prioritized for advocacy, specific (and perhaps limited) goals should be established; issues can be broken into component parts to be addressed sequentially.
- Specific advocacy time-lines should be determined for each issue.
- Coalition partners should be identified where possible (JABA has cooperated with INTAJ on the GPA issue).
- To reinvigorate the Advocacy Committee, consideration should be given to expanding the membership of the Committee, particularly in light of the fact that

members serve without definite terms and the Committee thus does not get a regular infusion of new blood.

On May 23, a Public Policy Advocacy Workshop was conducted by the Consultant for JABA staff, Advocacy Committee (including Committee Chairman Dr. Walid al-Turk) and general membership, with particular reference to JABA's advocacy program. The PowerPoint presentation used in this Workshop is included in the Training Manual written by the Consultant during the course of this consultancy.

## **II. Information Technology Association of Jordan (INTAJ)**

An initial pre- Workshop meeting was held with Ra'ed Bilbessi (CEO of INTAJ) on May 13. A second meeting was held on May 19 with Bilbessi and Hatem Zeine (Chairman of INTAJ Advocacy Committee). Extensive discussion was held regarding the nature of an association's advocacy role. The need for a clearer understanding in this area was indicated by a recent episode wherein INTAJ came to the assistance of one of its members in relation to a government procurement issue. The high visibility of this effort and the fact that it was against the interests of another member of the Association caused some of its members to call into question the advocacy role of INTAJ. The Consultant pointed out that:

- Association advocacy is meant to relate primarily to issues of concern to the association membership generally, as opposed to particular incidences or transactions; advocacy should not consist of "trouble shooting" or "firefighting" but of addressing issues of general importance to the membership.
- The association is not a law firm or collection agency intended to deal with routine business problems.
- While the association does have a "watch-dog" role to alert members to events potentially impacting their sector, its primary advocacy focus should be proactive, identifying those issues critical to the association's business environment which can effectively be addressed by the association.
- The nature of the association's advocacy function should be made clear to the membership in order to avoid false expectations as to the services to be performed.

INTAJ now intends to limit its advocacy efforts to those issues that arise with a certain frequency.

The Consultant was advised that a previous successful advocacy program undertaken by INTAJ dealt with issue of government censorship of software. A position paper was

prepared, including suggested draft legislation, resulting in the Ministry of Information and Communications Technology backing off of its censorship efforts.

A current INTAJ advocacy issue concerns government procurement practices. While laws and regulations are in place prescribing procurement procedures, these are apparently not being implemented, with the result that government tenders are favoring certain suppliers and are often biased towards procurement from foreign sources. There is also apparently a loophole whereunder government-controlled “private” entities (e.g., Jordan Telecom) do not fall within the government procurement regulations. The Consultant discussed various strategies in this regard within the context of the Workshop strategies and tactics. It was noted in particular that advocacy efforts often must focus on the diligent administration or enforcement of laws and regulations as well as the law-making function. The appropriate points of contact for such advocacy within the Government were discussed.

INTAJ intends to cooperate with other private sector organizations in advocacy relating to the Reach Initiative. Under this Initiative, 25 areas of the law impacting the private business sector have been identified and coordinated efforts are being undertaken .

INTAJ was active in the recent amendment of the Companies Law to permit private limited liabilities companies. This amendment was critical to the recent investment by Microsoft in a joint venture with two Jordanian IT companies.

Other areas of advocacy in which INTAJ is or will be engaged include:

- The Jordanian Labor Law, with particular reference to the rights of employees to ownership of technology developed in the course of their employment;
- the administration of new laws relating to intellectual property;
- permitting electronic transmissions to be used for official documents; and
- inclusion of software development in the category of enterprises deemed to be in “manufacturing” and thus subject to lower (15%) taxation.

In addition to the advice indicated above, the Consultant made the following specific suggestions to INTAJ :

- The input of the INTAJ membership should be solicited regarding advocacy issues; this involvement will give the membership an ownership in the Association’s advocacy program and the commitment of resources to it.
- The Association’s advocacy program should be established on an annual basis; this helps to avoid being sidetracked by ad hoc issues arising (recognizing that there must be some flexibility to undertake important issues arising during the year).

- The advocacy agenda must be limited and prioritized, recognizing the Association's finite resources both as to manpower and financial.
- Clear goals and time-lines should be established for each advocacy issue.
- Board approval of the annual advocacy program and any amendments to it should be sought; this gives the Board an ownership interest in the advocacy program and allows the Association's advocates to speak with Board authority.
- An important advocacy function of INTAJ should be to publicize and explain the significance of those new laws and regulations in the IT sector which come into existence through its advocacy efforts or otherwise.
- INTAJ has a challenge regarding the education of government officials (executive and parliamentary branches) regarding the IT industry, particularly in view of the highly technical nature of the industry and fast-moving technical developments.
- A significant challenge to INTAJ is to address the present lack of interest in advocacy among its membership and even among the Advocacy Committee members; the Consultant suggested that conducting issue development in a more inclusive manner, involving the general membership through requests for input, focus groups, etc. would help to inspire interest in the advocacy effort.

A Public Policy Workshop for INTAJ was conducted by the Consultant on May 26, attended by INTAJ staff, Advocacy Committee members and the general membership. The lawyer assisting the Advocacy Committee, Nadim Kayyali, also participated. Advocacy subjects presented and discussed during the Workshop, with particular reference to INTAJ included:

- The nature of the advocacy function – what it is and what it is not; becoming part of the law-making and regulatory function of government;
- pro-active vs reactive advocacy;
- strategies for dealing with government inaction as well as government actions;
- organization and inspiration of the Advocacy Committee;
- issue and goal development on a membership-inclusive basis, with Board input and approval;
- staff involvement and the research function;



- message and advocacy materials development and presentation;
- budgeting the advocacy program;
- identification of advocacy targets (which individuals or groups need to be the target of advocacy efforts);
- utilizing members shareholders, employees, suppliers and customers in the advocacy effort;
- working with the media;
- development of coalitions, including a national business advocacy agenda; and
- periodic assessment/ evaluation of the advocacy program.

### **III. May 28 Public Policy Advocacy Workshop for Business Associations.**

The essential theme of the Workshop, as reflected in the Training Manual distributed to participants at the end of the Workshop, was :

“Business associations must become part of the law-making and regulatory processes.” This Workshop was intended to be a multi-association workshop, following those held earlier for JABA and INTAJ. The following associations or association members were represented :

- APEX Data Services Inc.
- Business & Professional Women – Amman
- INTAJ
- Jordanian Export & Development Centers Corporation
- Jordanian Exporters & Producers Association for Fruit And Vegetables
- Jordanian Exporters Association
- JORICO
- Ministry of Industry and Trade
- National Federation of Business & Profession Women-Jordan
- The Jordanian Association of Manufacturers of Pharmaceuticals & Medical Appliances
- Young Entrepreneurs Association
- Zarqa Chamber of Industry

The US Embassy was represented by Tom Goldberger (Economic Counselor) and Gabi Afram (Commercial Officer).

The Workshop addressed the following:

- principles of public policy advocacy;
- advocacy strategies and tactics;
- an advocacy role-playing exercise (described below); and
- issue identification (described further below).

The principles of public policy advocacy and strategies/techniques followed the power-point slides developed by the Consultant and followed the format of the Training Manual produced by the Consultant. Numerous illustrative anecdotes were related by the Consultant based upon his experience in business, chambers of commerce and as an elected government official.

The advocacy role-playing consisted of appointing 4 groups representing:

- Jordanian Fertilizer Manufacturers
- Fertilizer Importers
- The Agricultural Sector
- The Government (Prime Minister and relevant Ministers)

The three advocacy groups developed their advocacy issues and messages and each made presentations to The Government. Debate centered around the following issues advocated by the Jordanian Fertilizer Manufacturers:

- exemption of the industry from sales tax on raw materials and packaging materials;
- tax credits for fertilizer manufacturers R&D; and
- concessionary utility rates.

The Importers argued for free trade and against special advantages being given to local fertilizer manufacturers.

The Agricultural Sector argued for high quality fertilizers, the need for specialized fertilizers for various crops and soil conditions, and low prices for fertilizers resulting from competition among suppliers.

After hearing all sides and extensive questioning of the advocates by the Government, the Government officials adjourned to make their determinations. A spirited debate continued after the Government announced its decisions!

The final exercise of the Workshop involved a breakout session in which each business association listed its priority advocacy issues, and presented to the other Workshop participants, the following:

- the priority issues;
- advocacy goals;
- target of its advocacy;
- its advocacy messages; and
- coalition possibilities.

The presentations indicated a need on the part of all concerned to move from generalized issues to specific requests to be made of government; issues must be broken down into specified and achievable goals; advocacy targets must be clearly identified; messages must be crafted to appeal to the advocacy targets identified; and groups with similar objectives must be brought in as coalition partners.

#### **IV. Recommendations for Future Technical Assistance**

Virtually all of the participants in the May 28 multi-association Workshop indicated a desire for individualized technical assistance to focus further on the development of their advocacy programs. While the present consultancy did focus on the advocacy programs of JABA and INTAJ, such assistance would appear to be needed and desired by the other business associations.

#### **V. Public Policy Advocacy Training Manual**

A Public Policy Advocacy Training Manual (attached) was developed by the Consultant during the course of the consultancy. This Manual is comprised of the power-point slides developed for the workshops, followed by explanatory textual material. The Manual was distributed to attendees at the May 28 Workshop and will be provided to JABA and INTAJ. The Consultant acknowledges incorporation in the Manual of training materials developed by the Center for International Private Enterprise, for which Consultant is a contract employee.

**Achievement of Market-Friendly Initiatives and Results  
Program  
(AMIR Program)**

**Funded by U.S. Agency for International Development**

**PUBLIC POLICY ADVOCACY  
*TRAINING MANUAL*  
FOR BUSINESS ASSOCIATIONS**

**Deliverable for BMI Component, Task No.233.5  
Contract No.278-C-00-02-00201-00**

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*This training manual was prepared by State Senator Fred C. Whiting, in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan. The author acknowledges the incorporation herein of excerpts from CIPE training materials developed for its programs supporting the increased role of business in public policy and democratic development around the world.*

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# **PUBLIC POLICY ADVOCACY FOR BUSINESS ASSOCIATIONS**

SENATOR  
FRED WHITING  
AMMAN, JORDAN  
MAY 2002



# PUBLIC POLICY ADVOCACY



- ***WHAT IS IT ??***
- \* ISSUEORIENTED
- \* FOCUSED AND
- LIMITED IN SCOPE
- \* PRO-ACTIVE as well
- as REACTIVE
- \* ACHIEVABLE

# **PUBLIC POLICY ADVOCACY**



## ***WHAT IT IS NOT !***

- \* TROUBLE-SHOOTING /  
FIRE-FIGHTING**
- \* SINGLE INCIDENT**
- \* ATTEMPT TO ASSUME  
THE ROLE OF A LAW  
FIRM**
- \* MOVING MOUNTAINS  
OR CHANGING THE  
WORLD**

### ***What is public policy advocacy ?***

It is very important that your business association members understand from the outset what is meant by *public policy advocacy*.

Your association's advocacy efforts should be focused on public policy issues. Advocacy should seek to ensure that public policies are business-friendly – that they create an atmosphere in which free enterprise business can thrive. Advocacy should seek to ensure that laws and regulations governing business activities are consistent with such policies. Advocacy should seek to ensure that the laws and regulations are consistently followed by those charged with their execution and that they are consistently and fairly enforced.

Your association's advocacy efforts should focus on those issues that impact your association's interests. You will often want to enter into coalitions with other associations to advocate issues of mutual interest. But be careful in becoming engaged in social or political issues which are not of immediate interest to your association. You have a limited amount of political capital and must spend it wisely!

Your advocacy efforts should be focused and limited in scope. Your goals should be well-defined. Some issues will need to be dissected and dealt with as a number of related sub-issues, rather than being tackled as a single effort.

Your advocacy goals should be reasonably achievable within a limited time-frame. Some goals will be long-term, while others will be short or medium-term. Prioritize your advocacy goals so that your resources can be used efficiently.

### ***What public policy advocacy is not !***

Public policy advocacy must be distinguished from the mere seeking of favorable or preferential treatment from government by one company or business sector. The public policy advocacy program of a business association would normally be limited to seeking to impact important policy issues on a long-term basis as opposed to seeking to “trouble-shoot” or “fire-fight” for members in their day-to-day business activities. Of course, policy problems are reflected in individual cases. But rather than tackling an individual case (the symptoms of a problem), your advocacy effort should tackle the basic problem (the disease). A reasonable volume of individual cases will provide you with the evidence that will enable you to demonstrate the existence of a problem and the need for change; but your focus should be on the overall problem, not the particular cases.

Your members should not expect your association to provide day-to-day problem solving services relating to the normal course of their business transactions. Your advocacy task is not to settle disputes between your members and government. Most such daily problems will have to be settled in-house by your members or outside through the services of law firms, collection agencies, consultants and other dispute-resolving and problem-solving experts. Your advocacy effort should focus on the “big picture” – long term, policy changes.

Your advocacy efforts should focus on the “possible” – those issues that your association, either alone or in coalition with others, can reasonably impact. Do not attempt to correct your country’s balance of payments problem, stop deficit spending, halt inflation, strengthen your currency, revise the entire tax code. Instead focus on issues that are limited in scope, issues that are amenable to a reasonably clear solution, issues that are politically acceptable and with which your members are particularly familiar.


### ***Pro-active vs. Reactive Advocacy***

It is always easier to close the door before the horse has run from the barn than it is to capture the horse and return it to the barn. Likewise, it is easier to effect public policy before it has become a *fait accompli*. Once a policy has become entrenched, there will be vested interests in perpetuating that policy. It is incumbent upon your association, through its Advocacy Committee, to be forward looking – to anticipate policy determinations that are coming down the road – and to contribute to the policy debate at an early stage. To this end, your Committee will need to monitor and analyze what is happening on fronts, including the activities of individuals or groups that are competitive with or in opposition to your association.

There will be instances, however, when a policy (e.g., a regulation) comes into effect without prior warning. It is thus important for your Advocacy Committee to also serve a “watch-dog” function, to be on the alert for policy changes impacting your members that should be “nipped in the bud,” that is, addressed before they become entrenched and more difficult to alter or cause hardship to your association members.

***Your advocacy will be most effective when you set your own agenda !!***

# PUBLIC POLICIES INCLUDE :

- 
- \* LEGISLATION
  - \* REGULATIONS
  - \* EXECUTIVE DECREES/  
ORDERS
  - \* ADMINISTRATIVE  
ACTIONS (OR  
LACK OF ACTION)
  - \* POLITICAL PARTY  
PLATFORMS
  - \* PUBLIC OPINION

### ***Dealing with Government Inaction***

In addition to governmental actions that we normally think of as *public policy*, your Advocacy Committee should broaden its focus in several directions. Government *inaction* may affect your association members as much as government *action*. All too often, government agencies and bureaucrats fail to carry out activities or to perform enforcement functions mandated by laws, regulations or executive orders. This could apply to long-standing laws, regulations or orders – or it could apply to your advocacy efforts. You may succeed in advocating for a policy change only to find that implementation is being blocked by bureaucrats. Priority issues to be dealt with by your Committee may thus include advocating for already-authorized actions to be taken.

### ***Shaping Public Opinion***

The shaping of public policy even before it reaches government decision-makers is also critical to successful advocacy. It may be necessary for you to influence special interest groups or key private sector individuals before you are in a position to pursue your advocacy with government. It may be necessary, for example, to bring a labor union or environmental organization on side before you are in a position to advocate your position to government. On an even more elemental level, it may be necessary to shape public opinion more generally before you can effectively advocate your position to government. This may mean advertising your position in the media, launching a letter-to-the-editor campaign, speaking to civic groups, making your case to the editorial board of newspapers in your area, etc. It can be quite useless to “swim upstream” with your advocacy efforts against the current of public opinion. Your advocacy efforts may have to first be addressed to changing public opinion. Only then can you hope to effect government policy.

# GOALS OF BUSINESS ADVOCACY



- \* TO CREATE A  
FAVORABLE FREE  
ENTERPRISE  
BUSINESS  
ENVIRONMENT
- \* TO BECOME PART OF  
THE LAW-MAKING/  
REGULATORY  
PROCESS

# GOALS OF BUSINESS ADVOCACY



- \* TO ESTABLISH CLOSE  
WORKING  
RELATIONSHIPS WITH  
GOVERNMENT  
DECISION-MAKERS  
AND ADMINISTRATORS



# GOALS OF ADVOCACY



- \* TO BE ABLE TO BE PRO-ACTIVE
- \* TO BE ABLE TO REACT EFFECTIVELY

### ***Become Part of the Process !***

The fundamental goal of business association advocacy is, of course, to create a favorable environment in which our association members can pursue their business activities. To accomplish this goal on a long-term sustainable basis, our association must come to be seen by policy-makers as an integral part of the law-making process. Our ultimate goal as advocates must be to become so much a part of the process that those who are involved in the law-making/ regulatory process automatically turn to us for advice and assistance in formulating policies impacting our members. We must seek to establish such close working relationships with policy-makers that we are seen by them to be constructive members of the policy-making team. We must be seen as facilitators of the process, not as road-blocks. If we can achieve this status, we will be able not only to re-act effectively to proposed policy changes, but we will be able to pursue our own agenda on a pro-active basis.

With our special knowledge of the needs of our members, we should play a pro-active, leading role in establishing the ground rules that will govern our members' business activities. Rather than meekly submitting our association members to the will of others, by becoming *part of the policy-making process* we ensure that we will be major players in shaping the environment in which our association members will pursue their business activities. By becoming pro-active advocates, we become "masters of our own fate."

# ADVOCACY IS CRITICAL TO:



- BUSINESS ASSOCIATIONS
- LAW-MAKERS
- THE BUREAUCRACY

# ADVOCACY IS CRITICAL TO BUSINESS ASSOCIATIONS



- \* TO CREATE A FAVORABLE  
BUSINESS ENVIRONMENT
- \* FOR STABILITY IN  
POLICIES
- \* TO ENSURE SENSIBLE  
LAWS AND REGULATIONS
- \* FOR FAIR AND  
REASONABLE  
ADMINISTRATION OF  
LAWS AND REGULATIONS

# ADVOCACY IS CRITICAL TO BUSINESS ASSOCIATIONS



- \* FOR EFFECTIVE APPLICATION AND ENFORCEMENT OF LAWS AND REGULATIONS
- \* TO ENSURE ACCESS TO GOVERNMENT-- TO BE "IN THE LOOP"
- \* TO ENSURE THE RULE OF LAW

## ***Advocacy is Critical to your Association Members !!***

Your members require a political and economic environment conducive to the successful operation of their business activities. They need sensible policies, stability in policies, reasonable policy implementation through regulations and effective administration.

An effective advocacy program thus has tremendous *value* to your members:

- Enabling your association to be part of the policy-making process – to have a voice in the formulation of policies affecting your association members.
- Enabling your association to be “in the loop” – to become aware of policy changes before they become law or regulations.
- Enabling your association to be pro-active as well as effectively re-active.
- Enabling your association to promote democracy, the free market economy, the role of law and other fundamental issues that will create a political and economic environment favorable to the prosperity of the nation in general and to your association members in particular.

# ADVOCACY IS CRITICAL TO LAW-MAKERS AND REGULATORS



- *THEY NEED :*

- \* INFORMATION  
REGARDING ISSUES
- \* PUBLIC AND  
CONSTITUENT  
OPINIONS
- \* HELP IN THE LAW-  
MAKING PROCESS

### ***Your advocacy is Critical to Policy-Makers !!***

It is simply not possible for policy-makers to be expert in every field (even with good staff). Policy-makers need input from the public, especially those members of the public actively engaged in the area under consideration. If clear and concise information is presented to them in a non-confrontational manner, policy-makers generally welcome input from knowledgeable members of the public.

Your association can further assist policy-makers by helping them move policies through the bureaucratic and legislative process. You can provide advice and assistance in the drafting of legislation and in explaining the issues to those in the executive and legislative branches of government who must agree to the policy changes.

Policy-makers, particularly elected officials, are sensitive to the opinion of their constituents. They are much more interested in issues of general concern than they are in issues of concern to a small group of individuals or businesses. It is thus important to impress upon them that your association's policy positions have broad support among your membership and are acceptable to the public generally. By engaging in informational activities among the public, you can shape public opinion and create the demonstrable public support necessary to convince policy-makers that, by acting in the interests of your association, they are also acting in the public good.



# WHAT LAW-MAKERS & REGULATORS NEED FROM ADVOCATES



- \* LEGITIMACY
- \* HONEST  
PRESENTATION
- \* BALANCED OPINIONS
- \* RESPECT FOR  
CONFIDENCES
- \* POLITICAL  
SENSITIVITY
- \* PLAY BY THE RULES !

### ***What Policy-makers Need from Advocates***

Policy-makers need to know that your association and its representatives are *legitimate* – that they truly represent a significant constituency rather than the special interests of a few.

*Credibility* is critical to your success as an advocate. You must be totally truthful and balanced in the presentation of your case – present both sides of the argument and explain why your side is to be preferred. Present facts and figures, not just emotional arguments. Show that your position is best for the greater good, not just of your association members, but of society as a whole.

Your advocates must be *politically sensitive*. You must understand the various political forces at play regarding your issue and the pressures they bring to bear on policy-makers. At times, advocates may find themselves trying to negotiate a political mine-field, with a need to de-fuse opposition to their positions before they can expect policy-makers to seriously consider them. And timing may be critical to successful advocacy – for example, politically sensitive issues often are best not raised just before an election; issues requiring government funding are best not raised in a period of economic recession and government budget-cutting.

Don't fall into the *corruption trap* ! In addition to inevitably bringing embarrassment and penalties to those involved, illegally influencing policy-making will almost certainly be unsuccessful in the long term. You will be “building your castles on sand.” The best advice is to play by the rules and take no shortcuts.

# STEP #1

## CREATING THE ADVOCACY TEAM

# THE ADVOCACY TEAM



- \* THE CAMPAIGN  
MANAGER: CHAIRMAN  
OF THE ADVOCACY  
COMMITTEE
- \* THE ADVOCACY  
COMMITTEE
- \* STAFF
- \* OUTSIDE  
CONSULTANTS
- \* COALITION MEMBERS

## ***STEP #1 - Creating the Advocacy Team***

The first step in the advocacy campaign process is to form a standing committee of your association charged with the advocacy function, then to assemble your advocacy campaign team.

(Note: Various names may be used for your advocacy committee, for example: Government Relations Committee, Government Affairs Committee, Policy Committee)

The key team member is the campaign manager – the Chair of your Advocacy Committee, who will be responsible for pushing the agenda and ultimately achieving the set goals. Ideally, the Chair must have the following qualities:

- a good understanding of the industry that your association represents, the environment it operates in and the issues confronting it
- team-building, leadership qualities
- commitment to the advocacy function of the association
- time to dedicate to leading the advocacy campaign
- good connections with the relevant policy-makers

The Advocacy Committee Chair need not necessarily be a Director of the association. It is more important that he or she have the above-mentioned qualities. Linkage to the Board of Directors can be provided by having a Board member sit on the Committee and serve in a liaison role with the Board.

Members of the advocacy committee should include those individuals who have experience with the key issues faced by the association members. It is critical, however, that they be willing to devote their energies to the common good of the membership and not just to the issues that impact their own business. It is, of course, useful if the Committee members have some personal connection with policy-makers, but it is more critical that they have an understanding of the issues, the commitment to the advocacy function and understanding of the advocacy process. Their role is primarily to

organize the advocacy function of the association – they can tap others to make personal approaches to policy-makers.

The Advocacy Committee will need staff assistance to accomplish its goals, particularly in the areas of issue research, media and public relations, community relations, regulatory affairs and marketing. Consider utilizing volunteers and staff of association members as well as staff of the association itself. Ideally such staff members would have the ability to cultivate working relationships with the staff of policy-makers.

Consideration should be given to including outside consultants, where necessary for needs not addressed internally. Such consultants could serve either as members of the Advocacy Committee or as advisors to the Committee. The Committee will need the services of those with professional advocacy experience, legal skills, the ability to draft legislation and regulations, media and public relations experts, etc. They could be volunteers or hired on a full-time or part-time basis. For example, consideration could be given to retaining the services of a retired bureaucrat, a retired parliamentarian or a retired attorney with good connections to government.

As some issues will go beyond the particular interests of your association members and thus lead to coalitions with other associations, it may be useful to include on the Advocacy Committee members of other associations, perhaps on an ad hoc basis as regards specific coalition issues.

## **STEP #2**

- **ISSUE  
IDENTIFICATION**

# ISSUE IDENTIFICATION



- \* "CAST A WIDE NET"
- \* MEMBERSHIP POLLING
- \* FOCUS GROUPS
- \* LONG TERM / SHORT  
TERM ISSUES
- \* PRIORITIZE
- \* COALITION ISSUES



# ISSUE IDENTIFICATION



\*PRO-ACTIVE  
ISSUES

\*MONITORING  
("WATCH DOG")  
ISSUES

## ***STEP #2 - Issue Identification***

Obtain Advocacy Committee consensus regarding the business obstacles, suggested reforms and other issues that you intend to focus on. Issues should be:

- those relevant to a substantial portion of your membership
- deal with significant policies, not single incidences or particular transactions
- focused on matters that you can influence – no point in choosing the “national budget deficit” as one of your issues
- amenable to specific, definable solutions – a clear “fix”
- politically feasible
- those on which there is a consensus among your members (but don’t let a few members veto your chosen issues or your proposed solutions– you can’t please all your members all the time)
- those for which approval by your Board is likely

For starters, ask your staff for their suggestions regarding priority advocacy issues and recommendations for solutions. They should have a feel for business obstacles facing your members and may know of policies being considered by government that would impact your members.

Survey your membership for issues critical to your association. To give your membership the proper focus for their suggestions, it may be useful to define the criteria for issues (as above) and to give them some suggested issues for them to consider. (These could be issues initially identified by your association staff as possible advocacy issues). Be sure to ask the members to prioritize their suggested issues. And be sure to ask them to propose specific solutions for each issue they suggest.

Re-survey issues periodically (at least annually). Keep your issues “fresh” – up to date. Assess your progress on issues being advocated and be prepared

to drop those for which progress is proving too difficult or which have become less significant to your members.

Consider convening one or more focus groups from among your membership. Often ideas will come to the surface in a focus group discussion that would not have come out of a survey. The use of a facilitator—someone who has a good feel for the industry and government policy impacts on it -- is often critical to the success of a focus group. Again, issues should be accompanied by proposed solutions / desired outcomes – a clear plan for policy-makers or administrators to overcome problems identified.

It will often be most effective to break issues down into specific sub-issues and component parts to be tackled in sequence. For example, rather than “streamlining the Bureau of Customs procedures,” it may be most effective to specify the procedures most in need of reform and tackling them individually.

As suggested above, specific solutions should be proposed for each issue. The recommendations should show policy-makers or administrators exactly what needs to be done to resolve a certain issue. Try to look at your issues from a policy-maker’s point of view – your proposed solutions should reflect political realities. Providing policy-makers with a convincing and ready-to-implement recommendation increases the possibility that the recommendation will be adopted.

Having obtained issues and recommendations from members, have the Committee staff analyze them and make recommendations to the Committee regarding their importance to the general membership and the feasibility of association advocacy. The Advocacy Committee must then *prioritize* the issues, based upon their relevance to the general membership, the feasibility of their resolution and the availability of adequate association resources. In some cases, the Committee may deem it advisable to submit the list of recommended issues to the general membership for prioritization, possibly reserving to itself the final determination.

Issue briefs should be prepared by the Committee staff for those priority issues selected by the Committee or the general membership. Issue briefs should include:

- a title for the issue (e.g., “Customs Procedures”)

- description of the specific problem
- background
- proposed association position
- advocacy objectives/ desired outcomes
- the other side of the issue

(See sample US Chamber of Commerce issue brief – Appendix A)

The issue briefs will be submitted to the association Board for final approval of the issues and the advocacy campaign. Board approval should include prioritization of the issues and approval of recommended policy positions/ solutions. The Board will generally approve an annual advocacy program, recognizing that issues may develop during the year that require insertion into the program.

(As a footnote: At the outset of its advocacy efforts, the association may be well advised to select a few issues that have a clear chance of successful advocacy in the short term– to make clear to the association membership that the advocacy effort can bear desirable results and that the Advocacy Committee is not just “tilting with windmills.”)

STEP #3

RESEARCH

# RESEARCH



- \* ASSIGN RESEARCH RESPONSIBILITY
- \* IDENTIFY INFORMATION SOURCES
- \* DO OPPOSITION RESEARCH
- \* ASSESS PUBLIC OPINION and the POLITICAL ENVIRONMENT

### ***STEP #3 - Researching the Issues***

A key step in any advocacy campaign is to gather all of the relevant information concerning both sides of an issue. Information also should be developed regarding all of the policy-making entities involved and their role in the policy-making process as regards the issue. A sound research component will minimize the risk of surprising information coming to the surface during the campaign.

Opposition research should be conducted in order to obtain a clear understanding of the arguments on the other side of the issue and to be able to prepare rebuttal arguments.

Public opinion must be assessed as part of the research effort. Elected government officials are particularly sensitive to public opinion. Misjudging public opinion can spell disaster for an advocacy campaign. If it is determined that a significant segment of public opinion is against your association's position on an issue, it may be necessary to back off and seek to turn public opinion around before proceeding to attempt to influence policy-makers. Among ways of measuring public opinion are opinion/issue polling, telephone surveys, and focus group testing. It may be necessary for the Advocacy Committee to hire a professional pollster and commission a poll or survey to judge the public opinion impacting your issue. Of a significant number of the public and the views of key segments of the public need to be incorporated into your message development and overall strategic approach to advocacy.

Research should include an analysis of the overall political environment as it impacts your advocacy issue. Political environment analysis paints a picture of the political forces bearing on your issue and the direction policy is moving as regards your issue, enabling you to focus your advocacy efforts on the most productive pressure points.

Research results will permit re-assessment of the issue, the proposed solutions and the feasibility of successful advocacy. The Advocacy Committee should review the research results with an open mind and be prepared to recommend to the Board a shift in position regarding the issue or the proposed solutions.

The responsibility for research usually falls on the association staff assigned to the Advocacy Committee. Staff of association members might be assigned research responsibilities as well. If adequate staff are not available, it may be necessary to farm out some or all of the research effort to qualified professionals.



## STEP #4

ESTABLISH  
GOALS

# GOALS



- \* DETERMINE FEASIBLE GOALS FOR EACH PRIORITY ISSUE
- \* ESTABLISH TIME-LINES
- \* ESTABLISH MEASUREMENT CRITERIA

#### ***STEP #4 – Establishing the Goal***

Any advocacy effort must start with a sense of its goals. Among those goals some distinctions are important. What are the long-term goals and what are the short-term goals? What are the content goals (e.g., policy change) and what are the process goals (e.g., establishing a working relationship with the Ministry of Trade and Industry)? These goals need to be defined at the start, in a way that can launch an effort, draw people to it, and sustain it over time.

Your Advocacy Committee should, as to each advocacy issue, establish reasonable goals – as to what is to be accomplished and the time-line for accomplishment.

Based upon the research that has been done for the Committee, consideration should be given as to precisely what goals can be realistically accomplished. It may be determined that only a partial solution to the problem is feasible at this time, or that the final desired result can be achieved only by the successful achievement of a series of sub-goals. This determination will dictate the advocacy strategies to be adopted by the Committee.

Research will also indicate the feasible time-line for advocacy of the issue. It will be seen that some issues have the possibility of short-term accomplishment while others will require a long-term commitment.

Based upon the targeted goal and the time-line for accomplishment, the Committee will have to assess the resources required for the advocacy campaign and compare those resources to the resources available. The inevitably finite resources will then have to be allocated on a priority basis to the advocacy issues to be undertaken.

Establish measurement criteria for each goal – so that you can measure your success (or lack thereof) along your time-line.

STEP #5

BUDGETING

# BUDGETING



- \* SELECT PRIORITY ISSUES AND GOALS
- \* LIST ACTIVITIES PLANNED FOR EACH PRIORITY ISSUE
- \* BUDGET FOR EACH ACTIVITY
- \* DETERMINE GLOBAL BUDGET
- \* ALLOCATE BUDGET AMONG COALITION MEMBERS

### ***STEP #5 – Budgeting***

All advocacy campaigns have a finite amount of resources – human and financial – to work with, and it is within this framework that your Advocacy Committee must allocate the proper funding and other resources to ensure that the advocacy campaign goals can be realized. Preparing a budget will provide your Committee with a tool to assess how far it can go in designing campaign strategies that might be necessary or desirable to accomplish the established goal.

Having designed the campaign strategies and related activities (tactics), the Committee can estimate the cost of the campaign and, comparing that to the initial budget allocation, either (1) revise the budget for this campaign based on a reassessment of the priority position of this campaign as compared to the other issues to be advocated or (2) revise the campaign strategies and tactics for this campaign.

## STEP #6

# ADVOCACY TARGETS

# ADVOCACY TARGETS



- \* IDENTIFY KEY POLICY-MAKERS AND ADMINISTRATORS + OTHERS WHO INFLUENCE THEM
- \* DETERMINE TARGET APPROACH STRATEGIES



## ***STEP #6 – Advocacy Targets***

Who are the people and institutions you need to move? This includes those who have actual formal authority (e.g., top ministry officials, parliamentarians). This also includes those who have the capacity to influence those with formal authority (e.g., lower level bureaucrats/staff, the media and key constituencies). In both cases, an effective advocacy effort requires a clear sense of who these audiences are and what pressure points are available to move them.

For maximum effectiveness with limited resources, you will want to use a “rifle” rather than “shotgun” approach to targeting your advocacy – directing your money and other resources towards the individuals and organizations that are key to the advocacy issue. Prioritize your targets to effectively allocate your advocacy resources. A sound targeting strategy will give your advocacy campaign the necessary focus. The success or failure of your advocacy campaign rests on getting your message across to key audiences. Targeting allows you to do this effectively.

Become familiar with the policy-making/ regulatory processes so that you can determine the points in the process where your advocacy can be most effective. Determine who the real decision-makers are (for example, key ministry officials, staff, parliamentary leaders and committee members, political party leaders) and determine how best to approach and work with them. Keep in mind that many issues may be remedied by administrative rather than policy-making or regulatory means.

The most critical target may not always be the top person in a government ministry. Sometimes it will be most effective to start by targeting key staff and then working your way up through the ranks.

It may in some cases be most effective to initially target a key bureaucrat or parliamentarian who you know is sympathetic to your cause, using him/her to gain access to other key persons. Ideally, you would be able to find a key ally in government, provide that person with the necessary information and use him/her as the point person in getting your message to the target group.

Determine who within your association (or even a friend outside your membership) might have special access to the target. Give them adequate

information and preparation to make a successful approach – then send them forth!

Even in situations where it is necessary to launch a broad PR campaign to influence public opinion generally, there will be key segments of the overall population (for example, consumer groups, environmental organizations) that are key to your issue and will leverage your efforts by coming on side. It may be necessary to do some polling or other research to determine which segments of the general population need to be priority targets.

Specific target audiences will usually require the formulation of specific messages for maximum impact.

Note: A few key points of contact in the Jordanian government structure might be:

- Palace – Economic Consultative Committee
- Prime Ministry – Legislation Bureau
- Ministries – Ministers
  - Secretary General
  - Policy Units
- Parliament – Secretary General of the National Assembly

## STEP #7

# THE MESSAGE

# THE MESSAGE



- \* CREATE POSITION PAPERS FOR EACH ISSUE & AUDIENCE
- \* BASED UPON RESEARCH AND POLLING DATA
- \* CONCISE WITH EXECUTIVE SUMMARY-- WITH BACK UP DETAILS AVAILABLE
- \* SEND THE RIGHT MESSENGER

## ***STEP #7 – The Message***

Reaching various audiences requires crafting and framing a set of messages that will be persuasive. Although these messages must always be rooted in the same basic truth, they also need to be tailored differently to different audiences. Your messages will sometimes depend on your judgement as to what the target audience is ready or willing to hear. In most cases, advocacy messages will have two basic components: an appeal to what is right and an appeal to the audience's self-interest.

After you've set measurable goals and determined the targets of your advocacy, you will need to develop tight, well-thought-out messages that get your ideas across in a persuasive manner. The more concise your messages are, the better chance you have of getting your audience to buy into what you are trying to sell them.

Messages should be tailored to the target audience. Different audiences may respond to different messages.

Policy-makers will want to know:

- Why is this issue important?
- What are the positive and negative consequences of your proposal?
- How will this be viewed by my political base?
- How do laws and regulations affect employees, investors, suppliers and customers?
- What specific law or regulation needs to be changed?
- What wording would be most appropriate and effective?

It may be necessary or useful to do some polling or focus group testing to determine the most effective message.

A public relations firm or other outside consultant may be useful in creating effective messages.

## ***The Messenger***

The same message can have a very different impact depending on who communicates it. Who are the most credible messengers for different audiences? In some cases these messengers are “experts” whose credibility

is largely technical. In other cases we need to engage the “authentic voices” who can speak from personal experience.

When meeting with policy-makers or administrators, remember: be brief, be factual, be truthful. Start with the main points only and let them draw out specifics – don’t overwhelm them with detail, but have the facts and documentation ready. Be prepared to provide draft wording. Specifically ask for his or her support on a specific vote, sponsorship of a specific policy proposal or support within deliberations.

**Never approach an advocacy target with problems for which you have not considered suggested answers !**

## STEP #8

# ADVOCACY MATERIALS

# ADVOCACY MATERIALS



- \* POSITION PAPERS  
AIMED AT ADVOCACY  
TARGETS
- \* POSITIVE/NEGATIVE  
IMPACT STUDIES,  
EXPERT OPINION
- \* FACT SHEETS, Q & A  
PAPERS
- \* SPEECHES, OP-ED  
PIECES, PRESS KITS,  
BROCHURES



## ***STEP #8 – Advocacy Materials***

Having the right materials available on a timely basis is vital to an advocacy campaign. Being able to respond in a timely manner, with available materials or with custom-created materials, can make the difference between winning or losing an issue. Some of the materials needed for a campaign include:

- position papers
- negative/ positive impact studies
- fact sheets
- case histories
- speeches
- question & answer documents
- op-eds
- brochures
- press kits

Match your materials with your advocacy targets and have them ready for presentation.

## STEP #9

CREATE  
GRASSROOTS  
ADVOCATES

# CREATE “GRASSROOTS” ADVOCATES



- \* EDUCATE YOUR MEMBERS, THEIR SHAREHOLDERS, EMPLOYEES & CUSTOMERS --  
---ON THE ISSUES  
---ON THE LAW-MAKING PROCESS
- \* USE THEM TO EDUCATE OTHERS

## ***STEP #9 – Create “Grassroots” Advocates***

Inform and educate your association members (through publications, seminars, workshops, etc.) so that they can be active and effective formal or informal advocates for your organization. Educate them regarding:

- your advocacy issues
- the law-making/ regulatory process

One of the most powerful, but often under-utilized, assets of a business association are the members of its extended corporate family – the shareholders of association members, their employees, retired employees, customers and suppliers. Similarly, there are often other stakeholders who can be mobilized to assist in your campaign – environmentalists, women, students, consumer groups, professional groups (lawyers, accountants, engineers), etc. Inclusion of these individuals in your campaign can help the association put on a human face in its advocacy efforts and provides credibility to policy-makers.

The following are the key steps in mobilizing a dedicated group of grassroots activist advocates:

- Education --- the “what” message
- Motivation -- the “why” message
- Activation -- the “how” message

These messages should be tailored to the particular audiences you wish to involve. For example, the messages to employees may differ from the messages to shareholders or customers.

Your grassroots advocates can be mobilized by a series of mailings addressing each of the above steps, by convening meetings and workshops and enlisting their help in reaching your advocacy targets through letter writing, telephone, fax, e-mail campaigns, personal visits, etc. Be careful

however, to use discretion in these effort – an undue volume of identical messages can be annoying to the advocacy targets and reveal the orchestrated nature of your campaign. But the fact is that government officials, particularly elected officials, usually respond positively to a volume of contacts by citizens.

Another means of engaging your association's "extended family" and stakeholders is to establish an advisory group to assist in your advocacy campaign.

## STEP #10

**WORK WITH  
THE MEDIA**

# “EARNED” MEDIA



- \* ESTABLISH MEDIA RELATIONS PROGRAM
- \* IDENTIFY MEDIA TARGETS
- \* CREATE MEDIA ACTIVITIES
- \* CREATE MEDIA MATERIALS -- FACT SHEETS, BACKGROUND INFO, PRESS KIT

# "PAID" MEDIA



- \* USE AN ADVERTISING FIRM EXPERIENCED IN ADVOCACY
- \* BASE ADS ON SURVEY FINDINGS
- \* GENERAL VS SPECIFIC AUDIENCES
- \* CREATE THIRD PARTY & COALITION ADS



## ***STEP #10 – Work with the Media***

*Earned Media* – Media coverage that results from your association’s activities being news-worthy is referred to as “earned media,” as opposed to “paid media.” Earned media coverage results from media coverage of your activities, press releases, convening news conferences, submitting op-eds and letters to the editor, conducting editorial board visits, etc. Earned media has a high degree of credibility with the public as it is viewed as “news” as opposed to advertising.

As an important part of your advocacy campaign, you should:

- assign a member of your Advocacy Committee and staff to oversee development and implementation of a media relations program
- develop media lists to focus on media targets that will be receptive to your messages
- develop a press kit to include fact sheets, background information and other of your message materials
- create a schedule of media relations activities

*Paid Media* – Paid media encompasses television and radio ads, newspaper and radio ads, billboards, etc. The paid media component of your advocacy campaign will also use a targeted approach to make the most of your advocacy campaign funds. As much as possible, target only those audiences that you need to influence.

The most important consideration for a paid media campaign, besides targeting, is a concise message.

If you use an advertising firm, use a firm that has *advocacy experience* as opposed to a firm whose expertise lies with development of branded products. These are two very different types of advertising.

In order to deliver a targeted message to a targeted audience, base your advertising campaign on your survey or polling findings.

Establish a placement schedule for paid advertising that will maximize its impact.

## STEP #11

BECOME PART OF  
THE  
GOVERNMENTAL  
PROCESS

# BECOME PART OF THE GOVERNMENTAL PROCESS



- \* ESTABLISH WORKING  
RELATIONSHIPS WITH  
LAW-MAKERS AND  
BUREAUCRATS
- \* WORK CLOSELY WITH  
STAFF
- \* ORGANIZE BRIEFINGS
- \* PROVIDE RESEARCH
- \* ASSIST IN DRAFTING  
LAWS AND  
REGULATIONS

## ***STEP #11 – Become Part of the Governmental Process***

**The fundamental objective of business association advocacy is for associations to become considered by government to be part of the policy-making and policy-implementing (regulatory) process.**

There are countless tactics that can be utilized to this end, all of which need to be tailored to the target individuals. For example :

- Begin the advocacy process with candidates for public office. Provide them with information regarding your association's issues and urge them to publicly state their support for your position.
- Avoid becoming identified with any one political party.
- After parliamentary elections, invite the successful candidates to briefing sessions, possibly including a social event
- Let elected officials know that you are watching them and keeping track of their statements and voting records regarding your issues.
- Keep track of the agendas of policy-makers and regulatory bodies (e.g., through their websites if existent or through personal contacts) so that your association can make timely interventions.
- Hold briefing sessions or “roundtable discussions” on key issues with policy-makers, regulators / administrators and your members.

In addition to establishing good working relationships with policy-makers, regulators / administrators, work closely with their staff; establish staff-to-staff relationships between your association and government. Public officials look to their staff for guidance on issues, so it behooves you to build good on-going relationships with them. Become a resource for them regarding your members' industry sector and commend them (by letter with a copy to their boss) for their work. Remember: mid-level administrators and staff will usually survive changes in government and will provide continuity and stability in policies and administration. It is therefore particularly important to establish good working relationships with them.

- Provide position papers regarding issues under consideration.
- Arrange for experts to provide briefings or testimony on issues under consideration.
- Arrange for your members to visit Parliament during session – to impress parliamentarians with the numbers and interest of your members; host a lunch for parliamentarians during such a visit.
- Sponsor a lunch or banquet at which top officials will report on the activities of their ministry, of the parliament or a parliamentary committee.
- Host regular meetings bringing together government officials that do not normally interact – for example – national, district, city officials; or national officials from various departments dealing with related issues (e.g., Ministry of Trade & Industry with the Bureau of Customs).
- Hold “recognition events” to honor policy-makers – a banquet, lunch or other special event; take out newspaper ads or issue press releases highlighting successes within their ministries.
- Personally thank those who have been particularly involved with your association’s issues.

See sample of an actual annual calendar of events of an association advocacy committee – Appendix B.

## STEP #12

**BUILD  
COALITIONS**

# BUILD COALITIONS



- "SUCCESS IS ON THE  
SIDE OF THE BIG  
ARMIES"
- MUCH CAN BE  
ACCOMPLISHED IF  
YOU DON'T CARE WHO  
GETS THE CREDIT!



## ***STEP #12 – Build Coalitions***

Policy-makers respond most readily to the demands of large numbers of their constituents. You will be much more effective in your advocacy efforts if you form coalitions and alliances with like-minded groups. In some cases, you may have to compromise your position to create a “bigger tent” to bring in a broader grouping of advocates.

Identifying and working with allies is a key to winning advocacy campaigns. Other associations and groups are invaluable to your campaign because they can be used to broaden your base of support and establish a credibility that is difficult for a single advocacy group to accomplish.

In some cases, it will be most effective to work with such allies in a closely-coordinated coalition, sharing the work load and expenses (human resource and monetary). Establish a clear chain-of-command and job/ responsibility descriptions to avoid confusion as to roles and responsibilities within the coalition. Organize the coalition so that you speak with a unified voice through designated spokespersons.

While some organizations may be willing to take on an active cooperative role regarding a certain issue, they may be reluctant to add their name to a coalition. In such a case, work with them on an arms-length but cooperative basis. Try to establish a common ground and common or related message with them, possibly approaching the same issue from different angles. Provide them with research information, polling data, media support, invitations to your events connected with the advocacy campaign and whatever other support you can offer.

In addition to coalition partners and like-minded allies, broad-based public interest groups can be very useful in adding to the credibility of your advocacy and providing broad public support, whether offering active support or a simple endorsement.

Be sure to communicate regularly with all members of the coalition to keep them informed about recent activities and developments. Give them ample notice of any major policy initiative or other developments in the coalition. Coalition members who feel out of touch or uninformed are not coalition members for long.

# A NATIONAL BUSINESS AGENDA



- CONSENSUS FOR  
CHANGE-- BUSINESS  
COMMUNITY  
ADDRESSES  
GOVERNMENT WITH A  
UNIFIED VOICE

# THE NATIONAL AGENDA



- \*TO ENCOURAGE BUSINESS INVESTMENT & STIMULATE ECONOMIC GROWTH
- \* TO PROMOTE MARKET-ORIENTED POLICIES
- TO REMOVE BARRIERS TO ENTREPRENEURSHIP

### ***The National Business Agenda***

As business associations and other groups and organizations in the country establish their advocacy agendas, common issues will arise that will permit the formation of a broad-based national business agenda. Such an agenda will likely tend to deal with broader policy issues as opposed to the very specific issues and their solutions that should be the focus of individual or coalition business association advocacy. Here is where we deal with such issues as :

- tax policies
  - balancing national budgets
  - accounting standards
  - labor laws
  - pension reform
  - welfare reform
  - environmental quality standardss
  - property rights
  - international trade agreements
  - monopolies law
  - privatization of industry
  - securities laws
  - telecommunications infrastructure
  - education policy
  - transportation issues
  - immigration policies
- (and many more !)

The same basic principles that apply to individual association and coalition advocacy apply to advocacy of a national business agenda. As these issues tend to be national in scope, however, it will be more important to seek to influence public opinion in order to create the broad consensus, massive support and momentum necessary to successfully address such issues

THE FINAL STEP !

ADVOCACY  
EVALUATION

# ADVOCACY EVALUATION



- \* IS OUR ADVOCACY WORKING??
- EVALUATE: ISSUES-  
OBJECTIVES-TARGETS-  
MESSAGE-MESSENGERS-  
DELIVERY-RESOURCES
- \* IS A MID-COURSE  
CORRECTION NEEDED ??

### ***THE FINAL STEP – Advocacy Evaluation***

As indicated in Step #4, business association advocacy of any issue should be based upon very specific goals and time-lines. It is important that, at pre-determined intervals, your Advocacy Committee steps back and evaluates the status of the advocacy effort. The Committee should ask such questions as;

- Is the issue still relevant?
- Has the issue changed in any way?
- Is further research required?
- Are our goals and time-lines still relevant and feasible?
- Are we progressing along our time-line?
- Should we revise the time-line to be more realistic?
- Have we identified the correct targets for advocacy?
- Are we managing to reach those targets?
- Do we have the right messengers?
- Are the targets responsive to our message?
- Does the message need revision/ fine tuning?
- Are our advocacy strategies and tactics proving effective?
- Are our resources (financial and human) proving to be adequate?
- Have we fully exploited coalition opportunities?

Are our coalition partners and other allies coordinating effectively?

Having reviewed the above and other relevant questions, we must ask if a mid-course correction is necessary in any aspect of our advocacy campaign and, if so, how does that correction impact the other aspects of the campaign.

**And – based on your periodic assessments – be sure to promote to your association members the benefits produced by your advocacy efforts !**



AND FINALLY-----



NEVER QUIT !

(BUT OCCASIONALLY  
COMPROMISE)

# Draft Business Agenda

## APPENDIX A

### DRAFT BUSINESS AGENDA

United States Chamber of Commerce Federation (1994)  
National Business Agenda

#### Regulatory Reform

**Objective:** Achieve regulatory relief for business and consumers, and establish institutional reforms to help ensure that future regulations will not be unnecessarily burdensome or harmful.

**Problem:** Federal regulations are drafted and imposed without due consideration for their ultimate and unintended consequences, in particular how they may interact with other regulatory and economic factors.

**Background:** Government regulation of private markets, whether good or bad, constitutes indirect taxation on individuals and business. That regulatory burden has been rising dramatically. Businesses are now facing an onslaught of new regulations from recently enacted legislation while regulations already in force have caused unemployment, bankruptcies and harmed the nations competitiveness in the world market. Unchecked, the new regulations will raise prices and limit economic growth. According to the March 1992 issue of the Journal of Regulation and Social Costs, regulation costs businesses and individuals over \$400 billion annually.

**Action Needed:** Secure regulatory relief through a hold on new regulations and establish a permanent review process for business and consumers.

#### Chamber Position

Imposing a temporary holding period on the implementation of all new regulations until the economy reaches a targeted growth rate would provide time to review these regulations, and would afford business temporary relief from the onslaught of higher regulatory costs.

#### The Other Side

A freeze on implementation of new regulations provides little economic benefits and prevents the enforcement of health and safety related regulations.

#### Outcomes:

- Fewer unnecessary regulations on business.
- Reduced cost of regulatory compliance.
- Increased competitiveness in the global market.

# Rapid City Area Chamber of Commerce 2002 Program

## APPENDIX B

### RAPID CITY AREA CHAMBER OF COMMERCE 2002 PROGRAM

NAME OF COMMITTEE: Governmental Affairs  
 COMMITTEE OBJECTIVE: To increase business involvement in political and legislative issues at the local, state and national levels.  
 CHAIR: Barb Thirstrup, Black Hills Corp.  
 LIAISON: Qusi Al-Haj, Micro Solutions  
 STAFF: Jim McKeon, Executive Staff

PROJECTS	DATE TO BE ACCOMPLISHED	EST INCOME	EST EXPENSE
1. Research issues for Chamber Public Policy Positions	Year Round		500
2. Joint Service Club Luncheon/Pre-Crackerbarrel/Gov's Address	Dec	4000	3500
3. Represent the Chamber before the City, County, and School Board	Year Round		50
4. Enhance lobbying efforts at the State Legislature	Year Round		
5. Sponsor Crackerbarrels	Jan/Feb		250
6. Sponsor Trips to Pierre	Jan/Feb	5200	4200
7. Sponsor Candidate Forums Congressional	Prior to Elections Sep/Oct		200
8. Sponsor "State of Local Governments"	March (after session)	1800	1500
9. Post Legislative Appreciation Event	Apr-Jun	8500	3500
10. Provide forum for Congressmen	Quarterly		200
11. Provide liaison to host Good Morning Rapid City	Monthly		100
12. Monitor legislative agenda items for purpose of developing a chamber position for 2002 session			100
♦ Conduct research			500
♦ Survey members			
NOTE: Projects below are also adopted strategies from community strategic plan Frontiers Forging our Future.			
13. Legislative Liaison Program	Jan/Feb		100
♦ Encourage Representatives to become a Frontiers—Forging Our Future Vision Partner (Government, 4)	Oct-Dec		
14. Monitor the "Water Quality" study and the Hydrology study. Work with government agencies as to their plans and rules to insure water quality and quantity.			

**Achievement of Market-Friendly Initiatives and Results  
Program  
(AMIR Program)**

**Funded by U.S. Agency for International Development**

**PUBLIC POLICY ADVOCACY  
*TRAINING MANUAL*  
FOR BUSINESS ASSOCIATIONS**

**Deliverable for BMI Component, Task No.233.5  
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# **PUBLIC POLICY ADVOCACY FOR BUSINESS ASSOCIATIONS**

SENATOR  
FRED WHITING  
AMMAN, JORDAN  
MAY 2002



# PUBLIC POLICY ADVOCACY



- ***WHAT IS IT ??***
- \* ISSUEORIENTED
- \* FOCUSED AND
- LIMITED IN SCOPE
- \* PRO-ACTIVE as well
- as REACTIVE
- \* ACHIEVABLE

# **PUBLIC POLICY ADVOCACY**



## ***WHAT IT IS NOT !***

- \* TROUBLE-SHOOTING /  
FIRE-FIGHTING**
- \* SINGLE INCIDENT**
- \* ATTEMPT TO ASSUME  
THE ROLE OF A LAW  
FIRM**
- \* MOVING MOUNTAINS  
OR CHANGING THE  
WORLD**

### ***What is public policy advocacy ?***

It is very important that your business association members understand from the outset what is meant by *public policy advocacy*.

Your association's advocacy efforts should be focused on public policy issues. Advocacy should seek to ensure that public policies are business-friendly – that they create an atmosphere in which free enterprise business can thrive. Advocacy should seek to ensure that laws and regulations governing business activities are consistent with such policies. Advocacy should seek to ensure that the laws and regulations are consistently followed by those charged with their execution and that they are consistently and fairly enforced.

Your association's advocacy efforts should focus on those issues that impact your association's interests. You will often want to enter into coalitions with other associations to advocate issues of mutual interest. But be careful in becoming engaged in social or political issues which are not of immediate interest to your association. You have a limited amount of political capital and must spend it wisely!

Your advocacy efforts should be focused and limited in scope. Your goals should be well-defined. Some issues will need to be dissected and dealt with as a number of related sub-issues, rather than being tackled as a single effort.

Your advocacy goals should be reasonably achievable within a limited time-frame. Some goals will be long-term, while others will be short or medium-term. Prioritize your advocacy goals so that your resources can be used efficiently.

### ***What public policy advocacy is not !***

Public policy advocacy must be distinguished from the mere seeking of favorable or preferential treatment from government by one company or business sector. The public policy advocacy program of a business association would normally be limited to seeking to impact important policy issues on a long-term basis as opposed to seeking to “trouble-shoot” or “fire-fight” for members in their day-to-day business activities. Of course, policy problems are reflected in individual cases. But rather than tackling an individual case (the symptoms of a problem), your advocacy effort should tackle the basic problem (the disease). A reasonable volume of individual cases will provide you with the evidence that will enable you to demonstrate the existence of a problem and the need for change; but your focus should be on the overall problem, not the particular cases.

Your members should not expect your association to provide day-to-day problem solving services relating to the normal course of their business transactions. Your advocacy task is not to settle disputes between your members and government. Most such daily problems will have to be settled in-house by your members or outside through the services of law firms, collection agencies, consultants and other dispute-resolving and problem-solving experts. Your advocacy effort should focus on the “big picture” – long term, policy changes.

Your advocacy efforts should focus on the “possible” – those issues that your association, either alone or in coalition with others, can reasonably impact. Do not attempt to correct your country’s balance of payments problem, stop deficit spending, halt inflation, strengthen your currency, revise the entire tax code. Instead focus on issues that are limited in scope, issues that are amenable to a reasonably clear solution, issues that are politically acceptable and with which your members are particularly familiar.


### ***Pro-active vs. Reactive Advocacy***

It is always easier to close the door before the horse has run from the barn than it is to capture the horse and return it to the barn. Likewise, it is easier to effect public policy before it has become a *fait accompli*. Once a policy has become entrenched, there will be vested interests in perpetuating that policy. It is incumbent upon your association, through its Advocacy Committee, to be forward looking – to anticipate policy determinations that are coming down the road – and to contribute to the policy debate at an early stage. To this end, your Committee will need to monitor and analyze what is happening on fronts, including the activities of individuals or groups that are competitive with or in opposition to your association.

There will be instances, however, when a policy (e.g., a regulation) comes into effect without prior warning. It is thus important for your Advocacy Committee to also serve a “watch-dog” function, to be on the alert for policy changes impacting your members that should be “nipped in the bud,” that is, addressed before they become entrenched and more difficult to alter or cause hardship to your association members.

***Your advocacy will be most effective when you set your own agenda !!***

# PUBLIC POLICIES INCLUDE :

- 
- \* LEGISLATION
  - \* REGULATIONS
  - \* EXECUTIVE DECREES/  
ORDERS
  - \* ADMINISTRATIVE  
ACTIONS (OR  
LACK OF ACTION)
  - \* POLITICAL PARTY  
PLATFORMS
  - \* PUBLIC OPINION

### ***Dealing with Government Inaction***

In addition to governmental actions that we normally think of as *public policy*, your Advocacy Committee should broaden its focus in several directions. Government *inaction* may affect your association members as much as government *action*. All too often, government agencies and bureaucrats fail to carry out activities or to perform enforcement functions mandated by laws, regulations or executive orders. This could apply to long-standing laws, regulations or orders – or it could apply to your advocacy efforts. You may succeed in advocating for a policy change only to find that implementation is being blocked by bureaucrats. Priority issues to be dealt with by your Committee may thus include advocating for already-authorized actions to be taken.

### ***Shaping Public Opinion***

The shaping of public policy even before it reaches government decision-makers is also critical to successful advocacy. It may be necessary for you to influence special interest groups or key private sector individuals before you are in a position to pursue your advocacy with government. It may be necessary, for example, to bring a labor union or environmental organization on side before you are in a position to advocate your position to government. On an even more elemental level, it may be necessary to shape public opinion more generally before you can effectively advocate your position to government. This may mean advertising your position in the media, launching a letter-to-the-editor campaign, speaking to civic groups, making your case to the editorial board of newspapers in your area, etc. It can be quite useless to “swim upstream” with your advocacy efforts against the current of public opinion. Your advocacy efforts may have to first be addressed to changing public opinion. Only then can you hope to effect government policy.

# GOALS OF BUSINESS ADVOCACY



- \* TO CREATE A  
FAVORABLE FREE  
ENTERPRISE  
BUSINESS  
ENVIRONMENT
- \* TO BECOME PART OF  
THE LAW-MAKING/  
REGULATORY  
PROCESS

# GOALS OF BUSINESS ADVOCACY



- \* TO ESTABLISH CLOSE  
WORKING  
RELATIONSHIPS WITH  
GOVERNMENT  
DECISION-MAKERS  
AND ADMINISTRATORS



# GOALS OF ADVOCACY



- \* TO BE ABLE TO BE PRO-ACTIVE
- \* TO BE ABLE TO REACT EFFECTIVELY

### ***Become Part of the Process !***

The fundamental goal of business association advocacy is, of course, to create a favorable environment in which our association members can pursue their business activities. To accomplish this goal on a long-term sustainable basis, our association must come to be seen by policy-makers as an integral part of the law-making process. Our ultimate goal as advocates must be to become so much a part of the process that those who are involved in the law-making/ regulatory process automatically turn to us for advice and assistance in formulating policies impacting our members. We must seek to establish such close working relationships with policy-makers that we are seen by them to be constructive members of the policy-making team. We must be seen as facilitators of the process, not as road-blocks. If we can achieve this status, we will be able not only to re-act effectively to proposed policy changes, but we will be able to pursue our own agenda on a pro-active basis.

With our special knowledge of the needs of our members, we should play a pro-active, leading role in establishing the ground rules that will govern our members' business activities. Rather than meekly submitting our association members to the will of others, by becoming *part of the policy-making process* we ensure that we will be major players in shaping the environment in which our association members will pursue their business activities. By becoming pro-active advocates, we become "masters of our own fate."

# ADVOCACY IS CRITICAL TO:



- BUSINESS ASSOCIATIONS
- LAW-MAKERS
- THE BUREAUCRACY

# ADVOCACY IS CRITICAL TO BUSINESS ASSOCIATIONS



- \* TO CREATE A FAVORABLE  
BUSINESS ENVIRONMENT
- \* FOR STABILITY IN  
POLICIES
- \* TO ENSURE SENSIBLE  
LAWS AND REGULATIONS
- \* FOR FAIR AND  
REASONABLE  
ADMINISTRATION OF  
LAWS AND REGULATIONS

# ADVOCACY IS CRITICAL TO BUSINESS ASSOCIATIONS



- \* FOR EFFECTIVE APPLICATION AND ENFORCEMENT OF LAWS AND REGULATIONS
- \* TO ENSURE ACCESS TO GOVERNMENT-- TO BE "IN THE LOOP"
- \* TO ENSURE THE RULE OF LAW

## ***Advocacy is Critical to your Association Members !!***

Your members require a political and economic environment conducive to the successful operation of their business activities. They need sensible policies, stability in policies, reasonable policy implementation through regulations and effective administration.

An effective advocacy program thus has tremendous *value* to your members:

- Enabling your association to be part of the policy-making process – to have a voice in the formulation of policies affecting your association members.
- Enabling your association to be “in the loop” – to become aware of policy changes before they become law or regulations.
- Enabling your association to be pro-active as well as effectively re-active.
- Enabling your association to promote democracy, the free market economy, the role of law and other fundamental issues that will create a political and economic environment favorable to the prosperity of the nation in general and to your association members in particular.

# ADVOCACY IS CRITICAL TO LAW-MAKERS AND REGULATORS



- *THEY NEED :*

- \* INFORMATION  
REGARDING ISSUES
- \* PUBLIC AND  
CONSTITUENT  
OPINIONS
- \* HELP IN THE LAW-  
MAKING PROCESS

### ***Your advocacy is Critical to Policy-Makers !!***

It is simply not possible for policy-makers to be expert in every field (even with good staff). Policy-makers need input from the public, especially those members of the public actively engaged in the area under consideration. If clear and concise information is presented to them in a non-confrontational manner, policy-makers generally welcome input from knowledgeable members of the public.

Your association can further assist policy-makers by helping them move policies through the bureaucratic and legislative process. You can provide advice and assistance in the drafting of legislation and in explaining the issues to those in the executive and legislative branches of government who must agree to the policy changes.

Policy-makers, particularly elected officials, are sensitive to the opinion of their constituents. They are much more interested in issues of general concern than they are in issues of concern to a small group of individuals or businesses. It is thus important to impress upon them that your association's policy positions have broad support among your membership and are acceptable to the public generally. By engaging in informational activities among the public, you can shape public opinion and create the demonstrable public support necessary to convince policy-makers that, by acting in the interests of your association, they are also acting in the public good.



# WHAT LAW-MAKERS & REGULATORS NEED FROM ADVOCATES



- \* LEGITIMACY
- \* HONEST  
PRESENTATION
- \* BALANCED OPINIONS
- \* RESPECT FOR  
CONFIDENCES
- \* POLITICAL  
SENSITIVITY
- \* PLAY BY THE RULES !

### ***What Policy-makers Need from Advocates***

Policy-makers need to know that your association and its representatives are *legitimate* – that they truly represent a significant constituency rather than the special interests of a few.

*Credibility* is critical to your success as an advocate. You must be totally truthful and balanced in the presentation of your case – present both sides of the argument and explain why your side is to be preferred. Present facts and figures, not just emotional arguments. Show that your position is best for the greater good, not just of your association members, but of society as a whole.

Your advocates must be *politically sensitive*. You must understand the various political forces at play regarding your issue and the pressures they bring to bear on policy-makers. At times, advocates may find themselves trying to negotiate a political mine-field, with a need to de-fuse opposition to their positions before they can expect policy-makers to seriously consider them. And timing may be critical to successful advocacy – for example, politically sensitive issues often are best not raised just before an election; issues requiring government funding are best not raised in a period of economic recession and government budget-cutting.

Don't fall into the *corruption trap* ! In addition to inevitably bringing embarrassment and penalties to those involved, illegally influencing policy-making will almost certainly be unsuccessful in the long term. You will be “building your castles on sand.” The best advice is to play by the rules and take no shortcuts.

# STEP #1

## CREATING THE ADVOCACY TEAM

# THE ADVOCACY TEAM



- \* THE CAMPAIGN  
MANAGER: CHAIRMAN  
OF THE ADVOCACY  
COMMITTEE
- \* THE ADVOCACY  
COMMITTEE
- \* STAFF
- \* OUTSIDE  
CONSULTANTS
- \* COALITION MEMBERS

## ***STEP #1 - Creating the Advocacy Team***

The first step in the advocacy campaign process is to form a standing committee of your association charged with the advocacy function, then to assemble your advocacy campaign team.

(Note: Various names may be used for your advocacy committee, for example: Government Relations Committee, Government Affairs Committee, Policy Committee)

The key team member is the campaign manager – the Chair of your Advocacy Committee, who will be responsible for pushing the agenda and ultimately achieving the set goals. Ideally, the Chair must have the following qualities:

- a good understanding of the industry that your association represents, the environment it operates in and the issues confronting it
- team-building, leadership qualities
- commitment to the advocacy function of the association
- time to dedicate to leading the advocacy campaign
- good connections with the relevant policy-makers

The Advocacy Committee Chair need not necessarily be a Director of the association. It is more important that he or she have the above-mentioned qualities. Linkage to the Board of Directors can be provided by having a Board member sit on the Committee and serve in a liaison role with the Board.

Members of the advocacy committee should include those individuals who have experience with the key issues faced by the association members. It is critical, however, that they be willing to devote their energies to the common good of the membership and not just to the issues that impact their own business. It is, of course, useful if the Committee members have some personal connection with policy-makers, but it is more critical that they have an understanding of the issues, the commitment to the advocacy function and understanding of the advocacy process. Their role is primarily to

organize the advocacy function of the association – they can tap others to make personal approaches to policy-makers.

The Advocacy Committee will need staff assistance to accomplish its goals, particularly in the areas of issue research, media and public relations, community relations, regulatory affairs and marketing. Consider utilizing volunteers and staff of association members as well as staff of the association itself. Ideally such staff members would have the ability to cultivate working relationships with the staff of policy-makers.

Consideration should be given to including outside consultants, where necessary for needs not addressed internally. Such consultants could serve either as members of the Advocacy Committee or as advisors to the Committee. The Committee will need the services of those with professional advocacy experience, legal skills, the ability to draft legislation and regulations, media and public relations experts, etc. They could be volunteers or hired on a full-time or part-time basis. For example, consideration could be given to retaining the services of a retired bureaucrat, a retired parliamentarian or a retired attorney with good connections to government.

As some issues will go beyond the particular interests of your association members and thus lead to coalitions with other associations, it may be useful to include on the Advocacy Committee members of other associations, perhaps on an ad hoc basis as regards specific coalition issues.

## **STEP #2**

- **ISSUE  
IDENTIFICATION**

# ISSUE IDENTIFICATION



- \* "CAST A WIDE NET"
- \* MEMBERSHIP POLLING
- \* FOCUS GROUPS
- \* LONG TERM / SHORT  
TERM ISSUES
- \* PRIORITIZE
- \* COALITION ISSUES



# ISSUE IDENTIFICATION



\*PRO-ACTIVE  
ISSUES

\*MONITORING  
("WATCH DOG")  
ISSUES

## ***STEP #2 - Issue Identification***

Obtain Advocacy Committee consensus regarding the business obstacles, suggested reforms and other issues that you intend to focus on. Issues should be:

- those relevant to a substantial portion of your membership
- deal with significant policies, not single incidences or particular transactions
- focused on matters that you can influence – no point in choosing the “national budget deficit” as one of your issues
- amenable to specific, definable solutions – a clear “fix”
- politically feasible
- those on which there is a consensus among your members (but don’t let a few members veto your chosen issues or your proposed solutions– you can’t please all your members all the time)
- those for which approval by your Board is likely

For starters, ask your staff for their suggestions regarding priority advocacy issues and recommendations for solutions. They should have a feel for business obstacles facing your members and may know of policies being considered by government that would impact your members.

Survey your membership for issues critical to your association. To give your membership the proper focus for their suggestions, it may be useful to define the criteria for issues (as above) and to give them some suggested issues for them to consider. (These could be issues initially identified by your association staff as possible advocacy issues). Be sure to ask the members to prioritize their suggested issues. And be sure to ask them to propose specific solutions for each issue they suggest.

Re-survey issues periodically (at least annually). Keep your issues “fresh” – up to date. Assess your progress on issues being advocated and be prepared

to drop those for which progress is proving too difficult or which have become less significant to your members.

Consider convening one or more focus groups from among your membership. Often ideas will come to the surface in a focus group discussion that would not have come out of a survey. The use of a facilitator—someone who has a good feel for the industry and government policy impacts on it -- is often critical to the success of a focus group. Again, issues should be accompanied by proposed solutions / desired outcomes – a clear plan for policy-makers or administrators to overcome problems identified.

It will often be most effective to break issues down into specific sub-issues and component parts to be tackled in sequence. For example, rather than “streamlining the Bureau of Customs procedures,” it may be most effective to specify the procedures most in need of reform and tackling them individually.

As suggested above, specific solutions should be proposed for each issue. The recommendations should show policy-makers or administrators exactly what needs to be done to resolve a certain issue. Try to look at your issues from a policy-maker’s point of view – your proposed solutions should reflect political realities. Providing policy-makers with a convincing and ready-to-implement recommendation increases the possibility that the recommendation will be adopted.

Having obtained issues and recommendations from members, have the Committee staff analyze them and make recommendations to the Committee regarding their importance to the general membership and the feasibility of association advocacy. The Advocacy Committee must then *prioritize* the issues, based upon their relevance to the general membership, the feasibility of their resolution and the availability of adequate association resources. In some cases, the Committee may deem it advisable to submit the list of recommended issues to the general membership for prioritization, possibly reserving to itself the final determination.

Issue briefs should be prepared by the Committee staff for those priority issues selected by the Committee or the general membership. Issue briefs should include:

- a title for the issue (e.g., “Customs Procedures”)

- description of the specific problem
- background
- proposed association position
- advocacy objectives/ desired outcomes
- the other side of the issue

(See sample US Chamber of Commerce issue brief – Appendix A)

The issue briefs will be submitted to the association Board for final approval of the issues and the advocacy campaign. Board approval should include prioritization of the issues and approval of recommended policy positions/ solutions. The Board will generally approve an annual advocacy program, recognizing that issues may develop during the year that require insertion into the program.

(As a footnote: At the outset of its advocacy efforts, the association may be well advised to select a few issues that have a clear chance of successful advocacy in the short term– to make clear to the association membership that the advocacy effort can bear desirable results and that the Advocacy Committee is not just “tilting with windmills.”)

STEP #3

RESEARCH

# RESEARCH



- \* ASSIGN RESEARCH RESPONSIBILITY
- \* IDENTIFY INFORMATION SOURCES
- \* DO OPPOSITION RESEARCH
- \* ASSESS PUBLIC OPINION and the POLITICAL ENVIRONMENT

### ***STEP #3 - Researching the Issues***

A key step in any advocacy campaign is to gather all of the relevant information concerning both sides of an issue. Information also should be developed regarding all of the policy-making entities involved and their role in the policy-making process as regards the issue. A sound research component will minimize the risk of surprising information coming to the surface during the campaign.

Opposition research should be conducted in order to obtain a clear understanding of the arguments on the other side of the issue and to be able to prepare rebuttal arguments.

Public opinion must be assessed as part of the research effort. Elected government officials are particularly sensitive to public opinion. Misjudging public opinion can spell disaster for an advocacy campaign. If it is determined that a significant segment of public opinion is against your association's position on an issue, it may be necessary to back off and seek to turn public opinion around before proceeding to attempt to influence policy-makers. Among ways of measuring public opinion are opinion/issue polling, telephone surveys, and focus group testing. It may be necessary for the Advocacy Committee to hire a professional pollster and commission a poll or survey to judge the public opinion impacting your issue. Of a significant number of the public and the views of key segments of the public need to be incorporated into your message development and overall strategic approach to advocacy.

Research should include an analysis of the overall political environment as it impacts your advocacy issue. Political environment analysis paints a picture of the political forces bearing on your issue and the direction policy is moving as regards your issue, enabling you to focus your advocacy efforts on the most productive pressure points.

Research results will permit re-assessment of the issue, the proposed solutions and the feasibility of successful advocacy. The Advocacy Committee should review the research results with an open mind and be prepared to recommend to the Board a shift in position regarding the issue or the proposed solutions.

The responsibility for research usually falls on the association staff assigned to the Advocacy Committee. Staff of association members might be assigned research responsibilities as well. If adequate staff are not available, it may be necessary to farm out some or all of the research effort to qualified professionals.



## STEP #4

ESTABLISH  
GOALS

# GOALS



- \* DETERMINE FEASIBLE GOALS FOR EACH PRIORITY ISSUE
- \* ESTABLISH TIME-LINES
- \* ESTABLISH MEASUREMENT CRITERIA

#### ***STEP #4 – Establishing the Goal***

Any advocacy effort must start with a sense of its goals. Among those goals some distinctions are important. What are the long-term goals and what are the short-term goals? What are the content goals (e.g., policy change) and what are the process goals (e.g., establishing a working relationship with the Ministry of Trade and Industry)? These goals need to be defined at the start, in a way that can launch an effort, draw people to it, and sustain it over time.

Your Advocacy Committee should, as to each advocacy issue, establish reasonable goals – as to what is to be accomplished and the time-line for accomplishment.

Based upon the research that has been done for the Committee, consideration should be given as to precisely what goals can be realistically accomplished. It may be determined that only a partial solution to the problem is feasible at this time, or that the final desired result can be achieved only by the successful achievement of a series of sub-goals. This determination will dictate the advocacy strategies to be adopted by the Committee.

Research will also indicate the feasible time-line for advocacy of the issue. It will be seen that some issues have the possibility of short-term accomplishment while others will require a long-term commitment.

Based upon the targeted goal and the time-line for accomplishment, the Committee will have to assess the resources required for the advocacy campaign and compare those resources to the resources available. The inevitably finite resources will then have to be allocated on a priority basis to the advocacy issues to be undertaken.

Establish measurement criteria for each goal – so that you can measure your success (or lack thereof) along your time-line.

STEP #5

BUDGETING

# BUDGETING



- \* SELECT PRIORITY ISSUES AND GOALS
- \* LIST ACTIVITIES PLANNED FOR EACH PRIORITY ISSUE
- \* BUDGET FOR EACH ACTIVITY
- \* DETERMINE GLOBAL BUDGET
- \* ALLOCATE BUDGET AMONG COALITION MEMBERS

### ***STEP #5 – Budgeting***

All advocacy campaigns have a finite amount of resources – human and financial – to work with, and it is within this framework that your Advocacy Committee must allocate the proper funding and other resources to ensure that the advocacy campaign goals can be realized. Preparing a budget will provide your Committee with a tool to assess how far it can go in designing campaign strategies that might be necessary or desirable to accomplish the established goal.

Having designed the campaign strategies and related activities (tactics), the Committee can estimate the cost of the campaign and, comparing that to the initial budget allocation, either (1) revise the budget for this campaign based on a reassessment of the priority position of this campaign as compared to the other issues to be advocated or (2) revise the campaign strategies and tactics for this campaign.

## STEP #6

# ADVOCACY TARGETS

# ADVOCACY TARGETS



- \* IDENTIFY KEY POLICY-MAKERS AND ADMINISTRATORS + OTHERS WHO INFLUENCE THEM
- \* DETERMINE TARGET APPROACH STRATEGIES



## ***STEP #6 – Advocacy Targets***

Who are the people and institutions you need to move? This includes those who have actual formal authority (e.g., top ministry officials, parliamentarians). This also includes those who have the capacity to influence those with formal authority (e.g., lower level bureaucrats/staff, the media and key constituencies). In both cases, an effective advocacy effort requires a clear sense of who these audiences are and what pressure points are available to move them.

For maximum effectiveness with limited resources, you will want to use a “rifle” rather than “shotgun” approach to targeting your advocacy – directing your money and other resources towards the individuals and organizations that are key to the advocacy issue. Prioritize your targets to effectively allocate your advocacy resources. A sound targeting strategy will give your advocacy campaign the necessary focus. The success or failure of your advocacy campaign rests on getting your message across to key audiences. Targeting allows you to do this effectively.

Become familiar with the policy-making/ regulatory processes so that you can determine the points in the process where your advocacy can be most effective. Determine who the real decision-makers are (for example, key ministry officials, staff, parliamentary leaders and committee members, political party leaders) and determine how best to approach and work with them. Keep in mind that many issues may be remedied by administrative rather than policy-making or regulatory means.

The most critical target may not always be the top person in a government ministry. Sometimes it will be most effective to start by targeting key staff and then working your way up through the ranks.

It may in some cases be most effective to initially target a key bureaucrat or parliamentarian who you know is sympathetic to your cause, using him/her to gain access to other key persons. Ideally, you would be able to find a key ally in government, provide that person with the necessary information and use him/her as the point person in getting your message to the target group.

Determine who within your association (or even a friend outside your membership) might have special access to the target. Give them adequate

information and preparation to make a successful approach – then send them forth!

Even in situations where it is necessary to launch a broad PR campaign to influence public opinion generally, there will be key segments of the overall population (for example, consumer groups, environmental organizations) that are key to your issue and will leverage your efforts by coming on side. It may be necessary to do some polling or other research to determine which segments of the general population need to be priority targets.

Specific target audiences will usually require the formulation of specific messages for maximum impact.

Note: A few key points of contact in the Jordanian government structure might be:

- Palace – Economic Consultative Committee
- Prime Ministry – Legislation Bureau
- Ministries – Ministers
  - Secretary General
  - Policy Units
- Parliament – Secretary General of the National Assembly

STEP #7

THE  
MESSAGE

# THE MESSAGE



- \* CREATE POSITION PAPERS FOR EACH ISSUE & AUDIENCE
- \* BASED UPON RESEARCH AND POLLING DATA
- \* CONCISE WITH EXECUTIVE SUMMARY-- WITH BACK UP DETAILS AVAILABLE
- \* SEND THE RIGHT MESSENGER

## ***STEP #7 – The Message***

Reaching various audiences requires crafting and framing a set of messages that will be persuasive. Although these messages must always be rooted in the same basic truth, they also need to be tailored differently to different audiences. Your messages will sometimes depend on your judgement as to what the target audience is ready or willing to hear. In most cases, advocacy messages will have two basic components: an appeal to what is right and an appeal to the audience's self-interest.

After you've set measurable goals and determined the targets of your advocacy, you will need to develop tight, well-thought-out messages that get your ideas across in a persuasive manner. The more concise your messages are, the better chance you have of getting your audience to buy into what you are trying to sell them.

Messages should be tailored to the target audience. Different audiences may respond to different messages.

Policy-makers will want to know:

- Why is this issue important?
- What are the positive and negative consequences of your proposal?
- How will this be viewed by my political base?
- How do laws and regulations affect employees, investors, suppliers and customers?
- What specific law or regulation needs to be changed?
- What wording would be most appropriate and effective?

It may be necessary or useful to do some polling or focus group testing to determine the most effective message.

A public relations firm or other outside consultant may be useful in creating effective messages.

## ***The Messenger***

The same message can have a very different impact depending on who communicates it. Who are the most credible messengers for different audiences? In some cases these messengers are “experts” whose credibility

is largely technical. In other cases we need to engage the “authentic voices” who can speak from personal experience.

When meeting with policy-makers or administrators, remember: be brief, be factual, be truthful. Start with the main points only and let them draw out specifics – don’t overwhelm them with detail, but have the facts and documentation ready. Be prepared to provide draft wording. Specifically ask for his or her support on a specific vote, sponsorship of a specific policy proposal or support within deliberations.

**Never approach an advocacy target with problems for which you have not considered suggested answers !**

## STEP #8

# ADVOCACY MATERIALS

# ADVOCACY MATERIALS



- \* POSITION PAPERS  
AIMED AT ADVOCACY  
TARGETS
- \* POSITIVE/NEGATIVE  
IMPACT STUDIES,  
EXPERT OPINION
- \* FACT SHEETS, Q & A  
PAPERS
- \* SPEECHES, OP-ED  
PIECES, PRESS KITS,  
BROCHURES



## ***STEP #8 – Advocacy Materials***

Having the right materials available on a timely basis is vital to an advocacy campaign. Being able to respond in a timely manner, with available materials or with custom-created materials, can make the difference between winning or losing an issue. Some of the materials needed for a campaign include:

- position papers
- negative/ positive impact studies
- fact sheets
- case histories
- speeches
- question & answer documents
- op-eds
- brochures
- press kits

Match your materials with your advocacy targets and have them ready for presentation.

## STEP #9

CREATE  
GRASSROOTS  
ADVOCATES

# CREATE “GRASSROOTS” ADVOCATES



- \* EDUCATE YOUR MEMBERS, THEIR SHAREHOLDERS, EMPLOYEES & CUSTOMERS --  
---ON THE ISSUES  
---ON THE LAW-MAKING PROCESS
- \* USE THEM TO EDUCATE OTHERS

## ***STEP #9 – Create “Grassroots” Advocates***

Inform and educate your association members (through publications, seminars, workshops, etc.) so that they can be active and effective formal or informal advocates for your organization. Educate them regarding:

- your advocacy issues
- the law-making/ regulatory process

One of the most powerful, but often under-utilized, assets of a business association are the members of its extended corporate family – the shareholders of association members, their employees, retired employees, customers and suppliers. Similarly, there are often other stakeholders who can be mobilized to assist in your campaign – environmentalists, women, students, consumer groups, professional groups (lawyers, accountants, engineers), etc. Inclusion of these individuals in your campaign can help the association put on a human face in its advocacy efforts and provides credibility to policy-makers.

The following are the key steps in mobilizing a dedicated group of grassroots activist advocates:

- Education --- the “what” message
- Motivation -- the “why” message
- Activation -- the “how” message

These messages should be tailored to the particular audiences you wish to involve. For example, the messages to employees may differ from the messages to shareholders or customers.

Your grassroots advocates can be mobilized by a series of mailings addressing each of the above steps, by convening meetings and workshops and enlisting their help in reaching your advocacy targets through letter writing, telephone, fax, e-mail campaigns, personal visits, etc. Be careful

however, to use discretion in these effort – an undue volume of identical messages can be annoying to the advocacy targets and reveal the orchestrated nature of your campaign. But the fact is that government officials, particularly elected officials, usually respond positively to a volume of contacts by citizens.

Another means of engaging your association's "extended family" and stakeholders is to establish an advisory group to assist in your advocacy campaign.

## STEP #10

**WORK WITH  
THE MEDIA**

# “EARNED” MEDIA



- \* ESTABLISH MEDIA RELATIONS PROGRAM
- \* IDENTIFY MEDIA TARGETS
- \* CREATE MEDIA ACTIVITIES
- \* CREATE MEDIA MATERIALS -- FACT SHEETS, BACKGROUND INFO, PRESS KIT

# "PAID" MEDIA



- \* USE AN ADVERTISING FIRM EXPERIENCED IN ADVOCACY
- \* BASE ADS ON SURVEY FINDINGS
- \* GENERAL VS SPECIFIC AUDIENCES
- \* CREATE THIRD PARTY & COALITION ADS



## ***STEP #10 – Work with the Media***

*Earned Media* – Media coverage that results from your association’s activities being news-worthy is referred to as “earned media,” as opposed to “paid media.” Earned media coverage results from media coverage of your activities, press releases, convening news conferences, submitting op-eds and letters to the editor, conducting editorial board visits, etc. Earned media has a high degree of credibility with the public as it is viewed as “news” as opposed to advertising.

As an important part of your advocacy campaign, you should:

- assign a member of your Advocacy Committee and staff to oversee development and implementation of a media relations program
- develop media lists to focus on media targets that will be receptive to your messages
- develop a press kit to include fact sheets, background information and other of your message materials
- create a schedule of media relations activities

*Paid Media* – Paid media encompasses television and radio ads, newspaper and radio ads, billboards, etc. The paid media component of your advocacy campaign will also use a targeted approach to make the most of your advocacy campaign funds. As much as possible, target only those audiences that you need to influence.

The most important consideration for a paid media campaign, besides targeting, is a concise message.

If you use an advertising firm, use a firm that has *advocacy experience* as opposed to a firm whose expertise lies with development of branded products. These are two very different types of advertising.

In order to deliver a targeted message to a targeted audience, base your advertising campaign on your survey or polling findings.

Establish a placement schedule for paid advertising that will maximize its impact.

# STEP #11

BECOME PART OF  
THE  
GOVERNMENTAL  
PROCESS

# BECOME PART OF THE GOVERNMENTAL PROCESS



- \* ESTABLISH WORKING  
RELATIONSHIPS WITH  
LAW-MAKERS AND  
BUREAUCRATS
- \* WORK CLOSELY WITH  
STAFF
- \* ORGANIZE BRIEFINGS
- \* PROVIDE RESEARCH
- \* ASSIST IN DRAFTING  
LAWS AND  
REGULATIONS

## ***STEP #11 – Become Part of the Governmental Process***

**The fundamental objective of business association advocacy is for associations to become considered by government to be part of the policy-making and policy-implementing (regulatory) process.**

There are countless tactics that can be utilized to this end, all of which need to be tailored to the target individuals. For example :

- Begin the advocacy process with candidates for public office. Provide them with information regarding your association's issues and urge them to publicly state their support for your position.
- Avoid becoming identified with any one political party.
- After parliamentary elections, invite the successful candidates to briefing sessions, possibly including a social event
- Let elected officials know that you are watching them and keeping track of their statements and voting records regarding your issues.
- Keep track of the agendas of policy-makers and regulatory bodies (e.g., through their websites if existent or through personal contacts) so that your association can make timely interventions.
- Hold briefing sessions or “roundtable discussions” on key issues with policy-makers, regulators / administrators and your members.

In addition to establishing good working relationships with policy-makers, regulators / administrators, work closely with their staff; establish staff-to-staff relationships between your association and government. Public officials look to their staff for guidance on issues, so it behooves you to build good on-going relationships with them. Become a resource for them regarding your members' industry sector and commend them (by letter with a copy to their boss) for their work. Remember: mid-level administrators and staff will usually survive changes in government and will provide continuity and stability in policies and administration. It is therefore particularly important to establish good working relationships with them.

- Provide position papers regarding issues under consideration.
- Arrange for experts to provide briefings or testimony on issues under consideration.
- Arrange for your members to visit Parliament during session – to impress parliamentarians with the numbers and interest of your members; host a lunch for parliamentarians during such a visit.
- Sponsor a lunch or banquet at which top officials will report on the activities of their ministry, of the parliament or a parliamentary committee.
- Host regular meetings bringing together government officials that do not normally interact – for example – national, district, city officials; or national officials from various departments dealing with related issues (e.g., Ministry of Trade & Industry with the Bureau of Customs).
- Hold “recognition events” to honor policy-makers – a banquet, lunch or other special event; take out newspaper ads or issue press releases highlighting successes within their ministries.
- Personally thank those who have been particularly involved with your association’s issues.

See sample of an actual annual calendar of events of an association advocacy committee – Appendix B.

## STEP #12

**BUILD  
COALITIONS**

# BUILD COALITIONS



- "SUCCESS IS ON THE  
SIDE OF THE BIG  
ARMIES"
- MUCH CAN BE  
ACCOMPLISHED IF  
YOU DON'T CARE WHO  
GETS THE CREDIT!



## ***STEP #12 – Build Coalitions***

Policy-makers respond most readily to the demands of large numbers of their constituents. You will be much more effective in your advocacy efforts if you form coalitions and alliances with like-minded groups. In some cases, you may have to compromise your position to create a “bigger tent” to bring in a broader grouping of advocates.

Identifying and working with allies is a key to winning advocacy campaigns. Other associations and groups are invaluable to your campaign because they can be used to broaden your base of support and establish a credibility that is difficult for a single advocacy group to accomplish.

In some cases, it will be most effective to work with such allies in a closely-coordinated coalition, sharing the work load and expenses (human resource and monetary). Establish a clear chain-of-command and job/ responsibility descriptions to avoid confusion as to roles and responsibilities within the coalition. Organize the coalition so that you speak with a unified voice through designated spokespersons.

While some organizations may be willing to take on an active cooperative role regarding a certain issue, they may be reluctant to add their name to a coalition. In such a case, work with them on an arms-length but cooperative basis. Try to establish a common ground and common or related message with them, possibly approaching the same issue from different angles. Provide them with research information, polling data, media support, invitations to your events connected with the advocacy campaign and whatever other support you can offer.

In addition to coalition partners and like-minded allies, broad-based public interest groups can be very useful in adding to the credibility of your advocacy and providing broad public support, whether offering active support or a simple endorsement.

Be sure to communicate regularly with all members of the coalition to keep them informed about recent activities and developments. Give them ample notice of any major policy initiative or other developments in the coalition. Coalition members who feel out of touch or uninformed are not coalition members for long.

# A NATIONAL BUSINESS AGENDA



- CONSENSUS FOR  
CHANGE-- BUSINESS  
COMMUNITY  
ADDRESSES  
GOVERNMENT WITH A  
UNIFIED VOICE

# THE NATIONAL AGENDA



- \* TO ENCOURAGE BUSINESS INVESTMENT & STIMULATE ECONOMIC GROWTH
- \* TO PROMOTE MARKET-ORIENTED POLICIES
- TO REMOVE BARRIERS TO ENTREPRENEURSHIP

### ***The National Business Agenda***

As business associations and other groups and organizations in the country establish their advocacy agendas, common issues will arise that will permit the formation of a broad-based national business agenda. Such an agenda will likely tend to deal with broader policy issues as opposed to the very specific issues and their solutions that should be the focus of individual or coalition business association advocacy. Here is where we deal with such issues as :

- tax policies
  - balancing national budgets
  - accounting standards
  - labor laws
  - pension reform
  - welfare reform
  - environmental quality standardss
  - property rights
  - international trade agreements
  - monopolies law
  - privatization of industry
  - securities laws
  - telecommunications infrastructure
  - education policy
  - transportation issues
  - immigration policies
- (and many more !)

The same basic principles that apply to individual association and coalition advocacy apply to advocacy of a national business agenda. As these issues tend to be national in scope, however, it will be more important to seek to influence public opinion in order to create the broad consensus, massive support and momentum necessary to successfully address such issues

THE FINAL STEP !

ADVOCACY  
EVALUATION

# ADVOCACY EVALUATION



- \* IS OUR ADVOCACY WORKING??
- EVALUATE: ISSUES-  
OBJECTIVES-TARGETS-  
MESSAGE-MESSENGERS-  
DELIVERY-RESOURCES
- \* IS A MID-COURSE  
CORRECTION NEEDED ??

### ***THE FINAL STEP – Advocacy Evaluation***

As indicated in Step #4, business association advocacy of any issue should be based upon very specific goals and time-lines. It is important that, at pre-determined intervals, your Advocacy Committee steps back and evaluates the status of the advocacy effort. The Committee should ask such questions as;

- Is the issue still relevant?
- Has the issue changed in any way?
- Is further research required?
- Are our goals and time-lines still relevant and feasible?
- Are we progressing along our time-line?
- Should we revise the time-line to be more realistic?
- Have we identified the correct targets for advocacy?
- Are we managing to reach those targets?
- Do we have the right messengers?
- Are the targets responsive to our message?
- Does the message need revision/ fine tuning?
- Are our advocacy strategies and tactics proving effective?
- Are our resources (financial and human) proving to be adequate?
- Have we fully exploited coalition opportunities?

Are our coalition partners and other allies coordinating effectively?

Having reviewed the above and other relevant questions, we must ask if a mid-course correction is necessary in any aspect of our advocacy campaign and, if so, how does that correction impact the other aspects of the campaign.

**And – based on your periodic assessments – be sure to promote to your association members the benefits produced by your advocacy efforts !**



AND FINALLY-----



NEVER QUIT !

(BUT OCCASIONALLY  
COMPROMISE)

# Draft Business Agenda

APPENDIX A	
<div><div>DRAFT BUSINESS AGENDA</div><div>United States Chamber of Commerce Federation (1994)</div><div>National Business Agenda</div></div>	
<div>Regulatory Reform</div> <div>Objective: Achieve regulatory relief for business and consumers, and establish institutional reforms to help ensure that future regulations will not be unnecessarily burdensome or harmful.</div> <div>Problem: Federal regulations are drafted and imposed without due consideration for their ultimate and unintended consequences, in particular how they may interact with other regulatory and economic factors.</div> <div>Background: Government regulation of private markets, whether good or bad, constitutes indirect taxation on individuals and business. That regulatory burden has been rising dramatically. Businesses are now facing an onslaught of new regulations from recently enacted legislation while regulations already in force have caused unemployment, bankruptcies and harmed the nations competitiveness in the world market. Unchecked, the new regulations will raise prices and limit economic growth. According to the March 1992 issue of the Journal of Regulation and Social Costs, regulation costs businesses and individuals over \$400 billion annually.</div> <div>Action Needed: Secure regulatory relief through a hold on new regulations and establish a permanent review process for business and consumers.</div>	
<div>Chamber Position</div> <div>Imposing a temporary holding period on the implementation of all new regulations until the economy reaches a targeted growth rate would provide time to review these regulations, and would afford business temporary relief from the onslaught of higher regulatory costs.</div>	<div>The Other Side</div> <div>A freeze on implementation of new regulations provides little economic benefits and prevents the enforcement of health and safety related regulations.</div>
<div>Outcomes:</div> <div><ul style="list-style-type: none"><li>- Fewer unnecessary regulations on business.</li><li>- Reduced cost of regulatory compliance.</li><li>- Increased competitiveness in the global market.</li></ul></div>	
Section 4   9	

# Rapid City Area Chamber of Commerce 2002 Program

## APPENDIX B

### RAPID CITY AREA CHAMBER OF COMMERCE 2002 PROGRAM

NAME OF COMMITTEE: Governmental Affairs  
 COMMITTEE OBJECTIVE: To increase business involvement in political and legislative issues at the local, state and national levels.  
 CHAIR: Barb Thirstrup, Black Hills Corp.  
 LIAISON: Qusi Al-Haj, Micro Solutions  
 STAFF: Jim McKeon, Executive Staff

PROJECTS	DATE TO BE ACCOMPLISHED	EST INCOME	EST EXPENSE
1. Research issues for Chamber Public Policy Positions	Year Round		500
2. Joint Service Club Luncheon/Pre-Crackerbarrel/Gov's Address	Dec	4000	3500
3. Represent the Chamber before the City, County, and School Board	Year Round		50
4. Enhance lobbying efforts at the State Legislature	Year Round		
5. Sponsor Crackerbarrels	Jan/Feb		250
6. Sponsor Trips to Pierre	Jan/Feb	5200	4200
7. Sponsor Candidate Forums Congressional	Prior to Elections Sep/Oct		200
8. Sponsor "State of Local Governments"	March (after session)	1800	1500
9. Post Legislative Appreciation Event	Apr-Jun	8500	3500
10. Provide forum for Congressmen	Quarterly		200
11. Provide liaison to host Good Morning Rapid City	Monthly		100
12. Monitor legislative agenda items for purpose of developing a chamber position for 2002 session			100
♦ Conduct research			500
♦ Survey members			
NOTE: Projects below are also adopted strategies from community strategic plan Frontiers Forging our Future.			
13. Legislative Liaison Program	Jan/Feb		100
♦ Encourage Representatives to become a Frontiers—Forging Our Future Vision Partner (Government, 4)	Oct-Dec		
14. Monitor the "Water Quality" study and the Hydrology study. Work with government agencies as to their plans and rules to insure water quality and quantity.			